SDMS DocID 2210772

An Efficient And Clean Plant

ORIGINAL

EVERYTHING IS WEIGHED

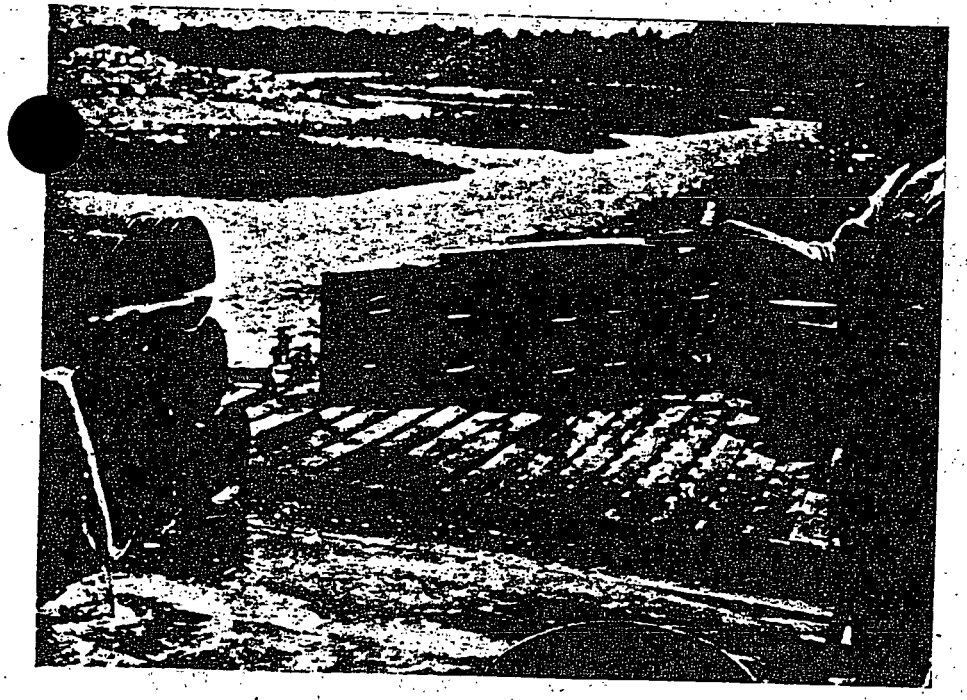
Every pound of waste reject explosives must be weighed. The Navy furnishes the ingredients and the Company must account for them.

In order to have a good plant and a safe plant, we, of necessity, must have a clean plant. While our job is to load ammunition, it is only natural that there must be some waste explosives. And this waste material, if left lying around or if improperly handled in the working area, is going to create a threat or a danger to workers. In order to eliminate such occurences, we have a demolition crew attached to the Safety Department whose duty and responsibility is to pick up all waste explosives from the working areas and transport them to the firehole located about two miles from the plant, where they have to put the explosive through its natural course of life—either shoot it or explode it.

In our anxiety to load ammunition for the front, we sometimes endanger our own safety by improperly throwing waste material, such as drinking cups, orange peels, remnants of lunches, rags and various other articles into the waste explosives drums. These foreign matters mixed with explosives offer a serious hazard to the men whose job it is to destroy this reject material. You will notice that the drums around the plant are marked as to the type and kind of explosives that are to be discarded into them. It is important that the instructions labeled on the drums be heeded, because certain types of explosives cannot be mixed.

POWDER GETS SPILLED

If drums are filled to overflowing, powder gets spilled, and heavy lifting isn't pleasant for two men.



CLEANLINESS INSURES SAFETY

After being emptied, the drums are placed on a wash rack where they are thoroughly cleaned to prevent any possibility of there being any remaining powder or sludge that might get into the wrong area or location.

Ingredients that go into explosives are on the shelves of every drug store in the country. Explosives are drugs and just as you wouldn't want the wrong kind of drugs mixed into a prescription, neither can the wrong kind of explosives be thrown into the same drum. As an example, the ingredients that go into incendiary composition will draw moisture from the air, and when it absorbs it the heat generated may cause the composition to heat and smoke. If incendiary pellets are mixed in and thrown carelessly into TNT or tracer drums and they begin to heat up, they may generate sufficient heat to ignite the TNT.

Another careless habit is to fill the drums to overflowing and as a result, when the firehole men attempt to pick it up, load it into trucks and transport it, they, of necessity, spill it and slosh it around. This wet powder that is spilled from the drum presents a definite danger when it is exposed to sun rays and

Means a Safer Place to Work!

dries out. We can all help each other by following the regulations stenciled on the waste explosives drums that are put there for your safety and for the safety of the men who have to handle and destroy this material.

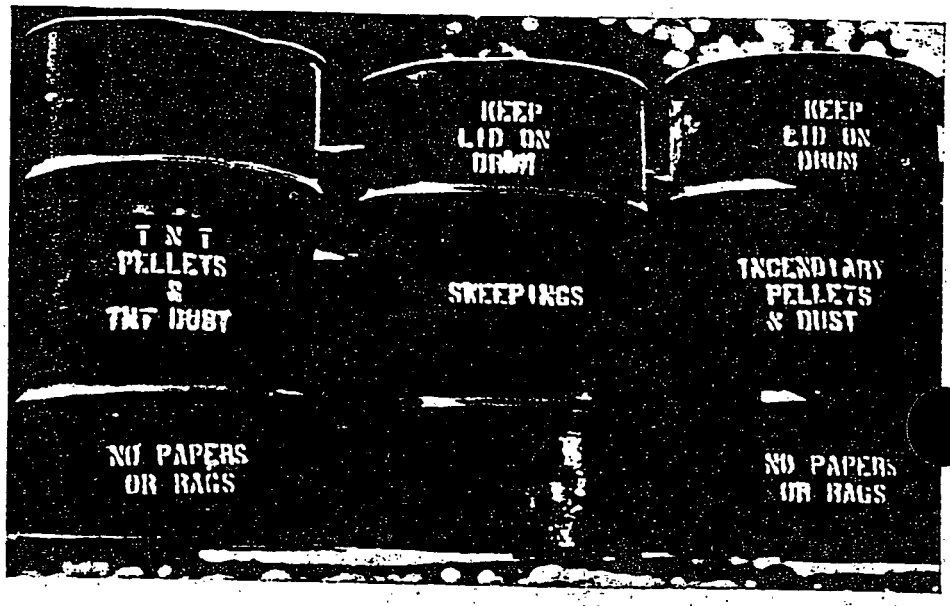
The accompanying photographs illustrate how the drums are stenciled, how they are placed, how it is necessary for the firehole attendants to use two and three men to lift the drums into the trucks and what occurs when the drums are overly full. After the material is taken to the burning grounds it must be weighed so that an actual account of the material destroyed can be maintained for Navy records. When it is burned the drums are taken to a wash rack where they are thoroughly hosed out and clean-

NOT EASY TO HANDLE

It took three men to handle this overloaded drum of waste wet powder.

ed so that there won't be any possibility of there being any wet powder in or on the drums when they are returned to the area. The firehole men try hard to do their part of the job of moving the material away from your work area and returning clean drums to you for your convenience.

It is up to you, the worker, to do your part of the job by putting the proper types of waste explosives into the proper drum and by not overflowing the drums so that the powder will be spilled. Men who handle, transport and destroy this material have a dangerous job to perform and they need help so that we all can have a clean and safe plant.



ALL DRUMS ARE MARKED

The markings on waste powder drums are plain and are placed thereon to help make everyone's work easier and safer.

Firehole workers shown in the illustrations are Hezzie Tennerson at scales; Percy Devlin and Ike Lively unloading; John McCormick cleaning drums, and Percy, Ike and Hezzie pouring.

MAC IS A GOOD HOUSEKEEPER

The powder sludge that is washed from the drums is trapped in a sump and after the water drains off the powder residue is burned. Even at the firehole waste powder must be destroyed and cannot be permitted to lie around or contaminate the ground.

According to a Triumph News Topics article, the technology for mass production of the **flame thrower** became available towards the end of the War. Triumph Explosives was contracted by the Chemical Warfare Service to provide what was called an ignition cylinder for the new flame thrower (STW 00399). The composition of the ignition cylinders made by Triumph Explosives is not known. On February 28, 1945, Triumph Explosives received an Army-Navy "E" for excellence. A representative from the Chemical Warfare Service was one of the presenters of this award (STW 00065-00075).

Triumph Explosives Subcontracts

Triumph Explosives subcontracted several other contracts that it received. The two companies that were subcontracted are the Fayette Defense Corp., in Pittsburgh, Pennsylvania, and the Kent Defense Company, in Chestertown, Maryland. The Kent Defense Corporation received contracts for the production of 6,000,000 **detonators for the M56 Fuse**; 7,500,000 **detonators for the M58 Fuse**; 2,000,000 MK20 **Detonator Assemblies**; and 577,984 **Red Star Very Signals**. The Fayette Defense Corp. received contracts for the production of 456,898 **White Star Very Signal Lights**, and 730,022 **Green Assembly Very Signal Lights**. It is not known what the relationship of the Fayette Defense Corp. is to Triumph Explosives, other than subcontractor. The Kent Defense Company was a subsidiary of Triumph Explosives with Triumph Explosives having owned 51 percent of the company stock by January 28, 1942, and 100 percent of the company stock by April 30, 1945 (SNA 0476-SNA 0480; ELJ 0003).

The Firehole

According to Stanley White, all wastes were disposed of at the firehole, including waste from the Army side. This waste also included fireworks chemicals that could no longer be used, such as barium nitrate, perchlorate, chlorate mixes, and sulfur mixes (White 3/22/91; STW 00443). According to a Triumph News Topics article, there were two colors for waste disposal drums at Triumph Explosives. Red drums were for explosives waste, and yellow drums were for other waste (STW 00221). The article does not specify which side of the plant this drum system is used on. According to Stanley White, the contents of the red barrels were always kept wet with ether or alcohol. The red barrels also had markings designating which explosives could go into them. Some types of explosives were dangerous to mix, and were thus kept separate. Workers were cautioned against overfilling the barrels since spilled mix could eventually dry and be dangerous. These barrels were taken to the firehole, about 2 miles from the plant, near Zeitler Road (see Figure 1) (STW 00221; White 3/22/91, 4/4/91; Clayton). Attempts to pinpoint the exact location of the firehole were not successful.

The firehole was a pit several feet deep and very broad. The wet waste explosive mixes would be spread out thinly so that they did not form piles that would explode instead of burn, and so that they would dry quickly. The drums were rinsed with water at the firehole to remove explosive residues from the drums (STW 00275). The explosives would then be lit and allowed to burn. There were some watch

houses out by the firehole that Triumph Explosives' employees would man in order to monitor the firehole to see that it did not breach the confines of the pit (White 3/22/91, 4/4/91). According to Mr. White, the explosives were likely to burn for hours (STW 00274-00275; Clayton; White 3/22/91; Downing).

c. Government Involvement

Navy Side Inspection

The inspection force on the Navy side of Triumph Explosives consisted of a military inspection force working alongside a civilian inspection force. The military personnel were, as one might expect, employed by the Navy, while the civilian inspectors were on the Triumph Explosives payroll. Generally speaking, according to the interviews, the civilian inspectors would perform the inspection, with the Navy inspectors verifying the results of these inspections. Johnny Haas, a former Naval inspector, stated that the Naval inspectors were present to "look over their [Triumph Explosives' inspectors collective] shoulder" (Haas).

Stanley White stated that the inspections on the Navy side included the inspection of all incoming materials, as well as representative products from each of the components and final rounds. The components and final rounds would be both measured and test fired. The military inspectors had the further responsibility of inspecting buildings during the construction of the Triumph Explosives plant (JWS 00001-00017). Stanley White, a supervisor on the Navy Side, said that the Navy inspectors did not do any inspecting on the Army Side of Triumph Explosives (White).

Army Side Inspection

According to Elizabeth Jackson, Triumph Explosives employed its own inspectors on the Army Side. The Army also employed inspectors. However, there were only two, and neither of them were regular Army personnel. They were civilians employed by the Army. These two inspectors were Joseph A. McCambridge and Anthony P. Fabrizi (Jackson).

According to the Bureau of the Chief of Ordnance records, the Elkton, Maryland area, including Triumph Explosives was under the purview of the Philadelphia Ordnance District. During the time period from 1940 to 1942, the number of contracts issued for Army Ordnance increased a hundred-fold. Due to the massive influx of responsibility in assuring the quality of the products produced under these contracts, the Philadelphia office hired a great number of experienced inspectors. The district office decentralized its authority and allowed these inspectors to "direct the activities of their subordinates." In order to maintain control over these inspectors, inspection sub-offices were created. Once created, the sub-offices immediately discovered problem areas. Uniform rules were then drawn up to assure adherence to established Ordnance procedure (SNA 0045-SNA 0049).

STW 00433

ORIGINAL

Triumph's War Record In Review

When the war lords of Japan finally realize the folly of their deeds, the last chapter in Triumph war performance will be written. However, since this will be the final issue of TNT, it is fitting that the history of the Company to date be recorded so that employees will realize that their work has played an important part in American victories over Germany and Japan.

Triumph Explosives, Inc., was formed in 1933 to manufacture fireworks. Beginning with 89 employees, many of whom are still active workers, it started its expansion the next year, when five acres of ground were purchased.

Initial growth was at a slow pace as these figures will show:

Year	Acres	Employees
1934	5	127
1935	10	203
1936	10	242
1937	10	284
1938	10	266
1939	10	211
1940	271	329

The first ordnance orders were received from the Navy in 1935 and from the Army in 1938. It was not until Europe trembled under the threats of Nazi might that we realized that here was the nucleous of a powerful ammunition plant. When little Finland was attacked by Russia, her government contacted Triumph and we began making flares, very star signals and 81 mm. mortar shells. Naturally our plant facilities were far from adequate, being entirely composed of small one room buildings on the "Army" side. What is now the Re-work Area was hastily constructed and, known as "Little Finland," was thrown into TNT production, making and assembling 81 mm. mortar shells.

Learning that Triumph was doing expert work for the Finns, Great Britain awarded us a contract to make Pentolite, one of the deadliest of explosives. Other nations sought ordnance, and soon we were turning out aeroplane flares for the French and loading tank mines for the Netherlands.

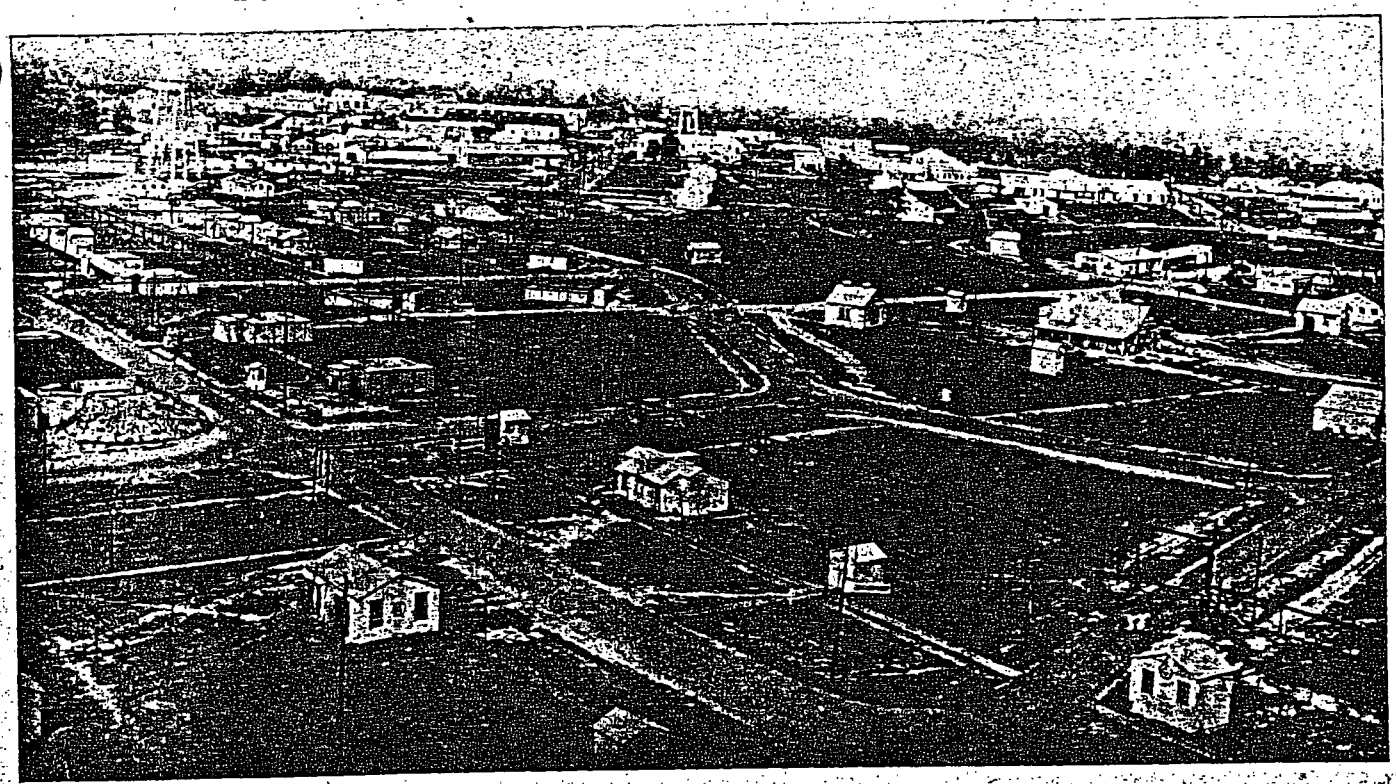
The Pentolite area was hastily constructed and was in production before completion. "Little Finland" was squeezed together and a melt pour unit set up pouring the Dutch tank mines. They were placed out in the open to cool!

United States lend-lease aid was inaugurated to the besieged nations and contracts for Azide and Detonators were placed. More buildings were hastily erected and before the last doors were in place, workers were moving in and production started.

It is difficult for those who joined Triumph in 1943 or 1944 to visualize the changed working conditions. In the early days of war production, there were no canteens, rest periods, paid vacations, safety programs, adequate housing or recreation. There was plenty of confusion, however, and how it was straightened out and order came from chaos is a tribute to management and employees alike.

Meanwhile, the Navy decided to establish shell loading facilities and a gigantic expansion program was launched. In

In these buildings worked the U. S. A.'s best ordnance workers—Triumph employees!

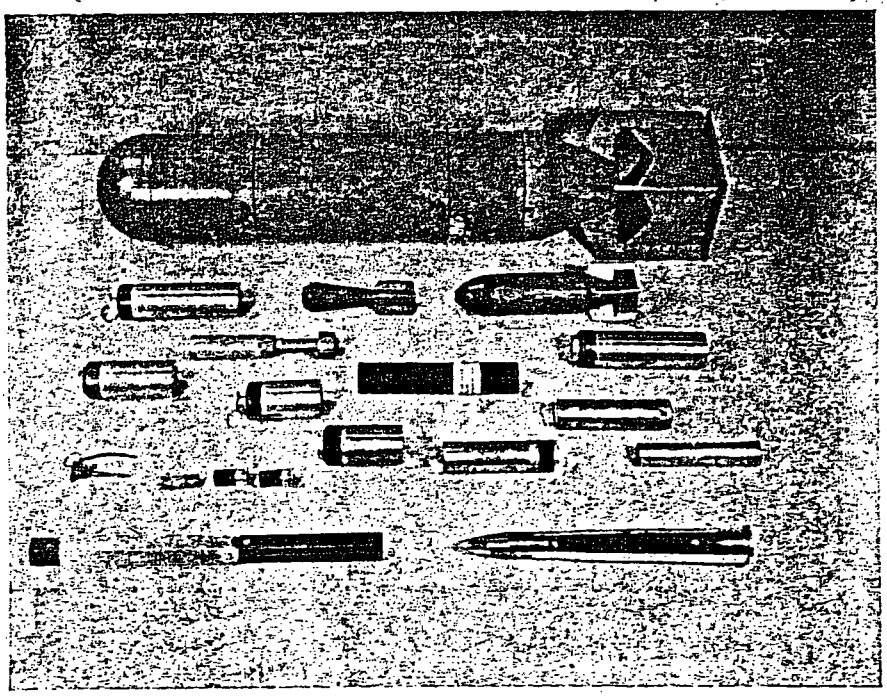


1942 six hundred and fourteen additional acres were purchased and hundreds of new buildings seemed to spring up over night. Under the terms of the facility contract, Triumph was to furnish land for the construction of a proof range for fuze test 40 mm. ammunition. To carry out this test required a range in front of the gun twenty-four thousand feet in height by six thousand feet wide and a safe distance behind the gun emplacement of fifteen hundred feet. After investigating several sites, the best available place was found to be Carpenter's Point, an abandoned golf course at the junction of the North East River and Chesapeake Bay. Before the site could be utilized, arrangements were made with the War Department to restrict boat traffic in the Chesapeake Bay for the firing range of eight thousand yards to have a clear area for testing. Triumph purchased ninety-four acres and leased three more properties for the establishment of the proof range. The range has been so increased in scope that all 20 mm. and 40 mm. ammunition assembled by manufacturers in this Naval Inspection District are tested there.

Long before Pearl Harbor the Navy recognized Triumph as an outstanding producer of ammunition for we received the Navy "E" Award in November, 1941. We were the first plant in Maryland and the thirtieth in the entire United States to be so honored.

Besides the usual difficulties inherent in any enterprise undergoing terrific expansion, Triumph suffered an internal blow when management troubles caused the Navy to take over the plant under Presidential order on October 13, 1942. The Navy speedily secured new management and on February 27, 1943, Secretary Forrestal returned the plant to the company.

New officers were Benjamin F. Pepper, President; W. A. Marshall, Vice-President in charge of operations; Julian Miller, Secretary and Treasurer; William H. Weis, Comptroller; and R. Page Kelly, Plant Manager. With the exception of Mr. Kelly none of these executives had the advantage of prior experiences in the explosives industry. Yet in a short time they functioned as a hard hitting team and merited the Navy's confidence in them. In a frank statement to employees in March, 1943, President Pepper pledged the new management to a policy not merely of maintaining the pace of production which Triumph had been setting, but of stepping up production.



Here are a few of the finished products made by Triumph workers.

"Our cornerstone," he announced, "is the belief that we can accomplish our aims only if employees and management work together as a team. This fundamental policy will underlie all our actions. We further believe that the men and women who have come from far and near to work at Triumph have been motivated not only by a wish to earn an honest living, but also by a patriotic desire to make their work count in winning the war."

REMEMBER CUP CAKE?
One of the best known personages in the plant was Velma Rowe shown with her faithful steed, Cup Cake.

Mr. Pepper listed eight objectives of an ambitious program. It is gratifying to realize that all of those objectives were achieved in a remarkably short time.

When the huge expansion program was launched, there was an immediate need for 10,000 employees. Since Elkton's prewar population consisted of but 3,515, Triumph was forced to recruit practically its entire force from other states. Under War Manpower regulations we were not able to go to metropolitan centers like Philadelphia, Baltimore or Wilmington, since these cities had become important areas of ordnance manufacture, instead, through the United States Employment Service, we went to districts designated by them, mainly in West Virginia and North Carolina.

Recruiting, under the direction of Colonel John Spicer, would make a fascinating story in itself. Ralph Andrews

STW 00435

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and Fred Poole canvassed every nook and cranny of half a dozen states in their quest for war workers. Ralph personally interviewed and hired the amazing total of 7,000 employees!

There was no housing to cope with this enormous influx of workers. The Government was appealed to, and through the Federal Housing Authority, Hollingsworth Manor, Singerly Village, Booth Village, and the George Reed Village in Newark were built.

Every home in Elkton and vicinity was canvassed by Louise Taylor and her staff of our Housing Department, and to the everlasting credit of Elktonians, hundreds of homes opened their doors to our migrant workers.

Housing was the first problem, and while it was being partially solved other difficulties arose. Transporting employees between home and work was effected by the formation of Ross Transportation Company, and the familiar buses kept on a three shift basis for many years. To feed such huge numbers was an enormous task, so fifteen canteens were opened throughout the areas. These too worked around the clock under the supervision of Henry Allecotte and later of Sidney Rose.

Recreation in leisure hours became a problem that was admirably met by the appointment of Dan Chase to head this division. Dan and his staff devised competitive games and matches in practically every sport except polo! No mention of recreation would be complete without stressing the important roles played by the USO under Rhoda Sutton and Ruth Robbins, and by the FHA under Gladys Doane and Frances Wand.

A loan department, under George Murray, was formed to offer financial assistance to new employees who might arrive without funds to tide them over until their first pay day. In one year more than $459,000 was advanced and only a negligible amount was lost because of employees who left without working long enough to repay their loans.

In order to assist employees to secure gasoline coupons and tire certificates, a rationing department was set up under the direction of Ambrose Drennan. Its operation saved workers countless hours that they would have had to spend if it were necessary for them to handle the details without assistance.

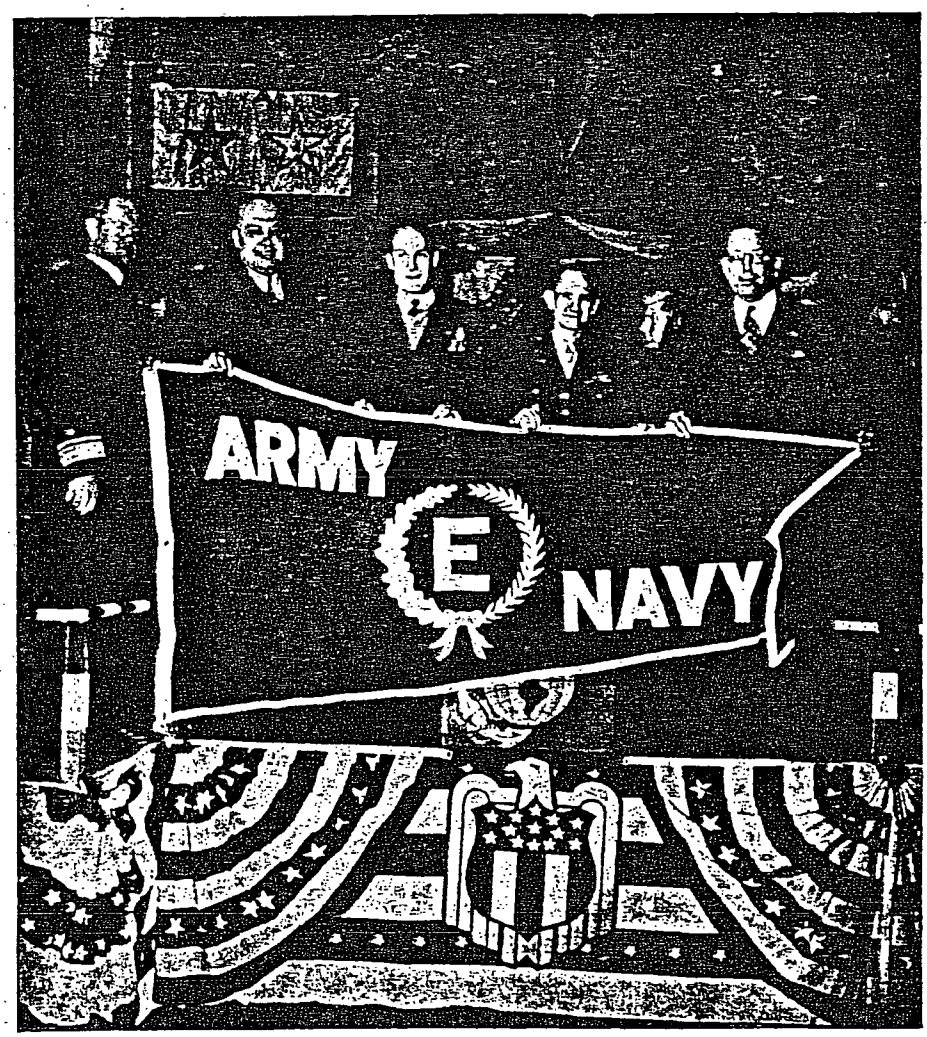
With the prospects of hundreds of employees being inducted into the armed forces, D. R. Locassino, an attorney, was engaged to assist prospective inductees with their draft deferments. Hundreds of men with trained experience were granted initial deferments, but as the need for service men grew, scores left each week. At this time over 1,600 Triumph men and women are in the armed forces.

Not content with overcoming initial obstacles, the new management pursued a course of improving production, industrial and public relations which culminated in receiving the coveted Army and Navy "E" Award in February, 1945.

The colorful ceremonies of the Award will long be remembered by every Triumph employee. We were honored by the presence of H. Struve Hensel, newly appointed Assistant Secretary of the Navy and Rear Admiral George F. Hussey, Jr., Chief of the Bureau of Ordnance.

Both paid eloquent tribute to the outstanding production records made by Triumph employees. Their remarks were a fitting climax to years of unceasing toil on the part of every member of the Triumph organization.

Let us all remember in years to come, that our work here was honored by the Army and Navy in the two words, "Well Done."



PROUD MOMENT

Triumph's "E" flag is displayed by Admiral Hussey, Assistant Secretary of the Navy Hensel, President Huester of Local 12774, General Waitt and President Pepper.

Cecil County Health Department

MEMORANDUM

Date: June 10, 1970

To: C. H. Hamilton

Re:

From: D. S. Moore

I have unofficially been advised that waste from Galaxy Chemical is being deposited on the Trinco property at or near the site of the present or former Trinco dumping area. This is in the vicinity of the old smoke stack which I do not recall whether or not is still in existence.

The report indicated that chemicals were being dumped near the stream and that there was some slight odor connected with it. This is not the area which was previously investigated by Bill Stiles, which is located between Md. Cork and the former Bishop Co.

Please investigate and report to me.

I suggest that you discuss this complaint with Bill Stiles and Dave Dailey to make certain that they have not already investigated this complaint.

DSM:vap

D. S. M.

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